



DEPARTMENT OF THE AIR FORCE
AIR UNIVERSITY (AETC)

25 Mar 2005

MEMORANDUM FOR Air War College (AWC) Class AY2006

FROM: Department of Leadership and Ethics

SUBJECT: USAF Leadership Mirror (LM) and Myers-Briggs Type Indicator (MBTI)

1. Congratulations from the Department of Leadership and Ethics (DFL) on your selection to attend Air War College! While at AWC, you will have two personal assessment opportunities for further development of your personal leadership competencies. First is the Myers-Briggs Type Indicator instrument, a widely used personality preference survey, and the second is the new USAF Leadership Mirror (LM), which is a multi-rater assessment tool. **The Leadership Mirror is mandatory for all USAF students**, and is highly encouraged for our DoD civilians, Inter Agency civilians and sister service officers. The Department of Leadership and Ethics administers both, and we have devoted a lesson to each that will provide further insight into their utility for personal development with a focus on senior leaders.

2. The Leadership Mirror Program consists of the assessment survey, a performance and learning tool, and personal feedback. The assessment survey and performance and learning tool are both accomplished on-line. Before you log onto the LM website to complete the survey, you should read all the information listed under the Leadership Mirror section on the AWC website at <http://www.au.af.mil/au/awc/awchome.htm>. Your responses and the responses of those you select to complete your assessment are kept strictly confidential. The LM software analyzes all responses and provides a multi-rater feedback report, containing strengths and developmental suggestions. Before the lesson, "Ongoing Senior Leader Development" your DFL instructor will set aside time to individually walk you through your results and assist you with the beginning of a development plan that you will share with your fellow seminar students during the lesson period. Your development plan will benefit you at AWC and for the rest of your career.

3. The success of your leadership development rests squarely on your shoulders. Our goal is to provide you the leadership tools, education, and opportunities that will allow you to develop effective, enduring leadership competencies. Taking the MBTI and LM are your first steps to developing those competencies through self-awareness. The MBTI will be administered during your first week at AWC and there will be a lesson early in the academic year devoted to understanding and interpreting your MBTI results as

part of your personal leadership development. More information regarding the MBTI will be provided upon your arrival at AWC.

4. If you have any questions or concerns regarding the Leadership Mirror, please contact CAPT Mary McAdams, USN, of the AWC Department of Leadership and Ethics by email at Mary.McAdams@maxwell.af.mil or by phone at DSN 493-4505 or commercial (334) 953-4505.

A handwritten signature in black ink, reading "David S. Johnson". The signature is fluid and cursive, with a long horizontal line extending from the end of the name.

DAVID S. JOHNSON, Colonel, USAF
Chairman, Department of Leadership
and Ethics